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Activities of the Joint Inspection Unit

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Report of the Director-General

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For reasons of economy, this document has been printed in a limited number. Delegates are kindly requested to bring their copies of documents to meetings.



I. Introduction

1. The Joint Inspection Unit (JIU) became a subsidiary organ of the Industrial Development Board by its decision IDB.1/Dec.22. A pilot scheme of follow-up to JIU recommendations was outlined in document IDB.24/18 and subsequently approved in decision IDB.24/Dec.11. In accordance with the provisions therein, one regular Board session per year will consider JIU reports (except in certain specified cases).
2. A total of nine JIU reports¹ have been issued since the most recent Board document covering this subject (IDB.30/14 dated 13 April 2005). The present document provides the Organization's comments on those reports that are of direct or some relevance to UNIDO. Recommendations of direct or some relevance to UNIDO are summarized in the annex.

Recent JIU reports

JIU/REP/2005/1

Review of management and administration at WIPO: Budget, oversight and related issues

JIU/REP/2005/2

Some measures to improve overall performance of the United Nations system at the country level (Part I) - A short history of United Nations reform in development

JIU/REP/2005/3

Policies of United Nations system organizations towards the use of open source software (OSS) in the secretariats

JIU/REP/2005/4

A common payroll for United Nations system organizations

JIU/REP/2005/5

Review of the management, administration and activities of the secretariat of the United Nations Convention to Combat Desertification (UNCCD)

JIU/REP/2005/6

External review of the implementation of strategic budgeting within a results-based management framework in the International Labour Organization (ILO)

JIU/REP/2005/7

Policies of United Nations system organizations towards the use of open source software (OSS) for development

JIU/REP/2005/8

Further measures to strengthen United Nations system support to the New Partnership for Africa's Development (NEPAD)

JIU/REP/2005/9

Common services in Vienna: Buildings Management Services

¹ All JIU reports can be accessed via the JIU website <http://www.unsystem.org/jiu>.

II. Reports submitted by the Joint Inspection Unit of direct relevance to UNIDO

A. Some measures to improve overall performance of the United Nations system at the country level (Part I and II)—(JIU/REP/2005/2)

3. The JIU report² addresses the very important issue of how to enhance the efficiency, effectiveness and ground-level impact of the United Nations, its funds, programmes and specialized agencies in the field of international development.

4. The report underlines the importance of the proper functioning of the United Nations Country Team (UNCT) and the increasing importance of the CCA and UNDAF.

5. Part I presents a historical survey of various proposals issued over the years to reform the United Nations development system with a view to improving the efficiency and effectiveness of development cooperation in general, and in particular, technical assistance. The report recommends providing Member States with a full inventory readily available in electronic format.

6. Part I also summarizes emerging trends in the development arena, e.g. greater pressure for high-quality, collective support for genuinely locally-owned strategies and systems, with sector programmes and budget support; a multitude of development players (bilateral, regional and multilateral); and the need for consistency and coherence of action at country level. Further, it underlines that the United Nations system, with its variety of decision-making bodies, technical assistance projects, programme delivery mechanisms and accountability systems has not always been a good example of coherence and consistency at country level.

7. Part II, therefore, stresses the need to promote increased coherence, coordination, harmonization and partnership between the various development organizations of the United Nations system, to some extent at headquarters, but more particularly at field level. Recommendations are made around five themes:

- Fostering a culture of partnership;
- Simplifying and harmonizing procedures;
- Rationalizing field presence;
- Monitoring progress in operational activities for development;
- Establishing measures to improve transparency and assisting partner countries in mapping external assistance (United Nations presence in-country, fundraising opportunities).

UNIDO comments

8. UNIDO has taken a lead in implementing many of the measures proposed. The Organization has established a mechanism of close cooperation and coordination at programme and operational level with a number of other organizations, including the World Trade Organization and UNDP, to mutually reinforce the impact of its activities and those of its partner agencies. It has also taken steps towards the establishment of a joint field presence with UNDP in an innovative collaborative venture to enhance UNIDO's field coverage.

² It should be noted that the report was written at a time when, in the opinion of the JIU, the political will to question the United Nations system's architecture did not exist.

9. Furthermore, UNIDO made a proposal to the CEB for a common business plan/common agenda for action around shared programmatic priorities. The proposal was well received and the High-Level Committee on Programmes requested a follow-up, for which work is under way.

10. On a general note, the JIU report focuses strongly on the role of United Nations system organizations and the donor community, including a strengthened role of OECD/DAC. However, it seems somewhat weak on the perspectives, roles and responsibilities of partner countries in the context of country-level coordination. The Paris Declaration is very strong in showing the country level perspective, role and commitments, and is very much based on the principle that partner should be in “the driver’s seat”.

11. UNIDO also considers that the report omits to mention the current initiatives and lively dialogue for simplification, standardization and harmonization of monitoring and evaluation activities among the system organizations and DAC, and could have been more specific on the harmonization of the audit framework.

12. Finally, to improve system-wide access to information and knowledge that is so important for technical cooperation and other work in the field, UNIDO considers that the possibility of expanding the scope of the UNDP Subregional Resource Facility (SURF) to the whole system should be explored. This would greatly improve the quality of UNDAF and promote knowledge-sharing among the various organizations and agencies. UNIDO believes that the SURF system should go further than serving clusters of UNDP country offices and promote the professionalism and credibility of the system as a whole.

B. Series of reports on policies of United Nations system organizations towards the use of open source software (OSS) in the secretariats (JIU/REP/2005/3) and policies of United Nations system organizations towards the use of open source software (OSS) for development (JIU/REP/2005/7)

13. A series of reports aimed at understanding the use of open source software in the United Nations system context were issued by the JIU. OSS is characterized by a community-based collaborative development model that allows peer review through free access to the software source code; the possibility for everyone to use, study, modify and adapt the software to its needs; and the license to re-distribute the software (or derivative work) at no or nominal cost.

14. In recent years, OSS has become mainstreamed and is a recognized alternative to closed source software (CSS), the development of which is made by a for-profit company, the source code being proprietary, with limited possibilities to tailor the software to individual needs, and the payment of a usage license.

15. The report highlights many advantages to using OSS, inter alia, less dependency on a vendor; lower costs (especially in times of zero-growth budgets with increasing ICT needs); more security (as peer review discovers and fixes those issues quickly); more flexibility (as amendments are easily done); higher interoperability (as open file and platform standards allow for easy data exchange and less risk of loss of data in outdated formats).

OSS in the secretariats

16. Many Member States and local governments have shown a growing interest in using OSS, and have already taken steps to integrate OSS in their software policies and strategies. The United Nations system also recognizes the importance of OSS for its internal requirements, as it is today overly dependent on CSS.

17. Therefore, the Secretary-General proposed a system-wide ICT strategy and an ICT charter that included OSS as one of its initiatives. However, the CEB did not retain OSS as a key initiative to pursue.

18. From the analysis performed, the Inspectors recommend system-wide agreement on, and adoption of the principles of free access to information without having to acquire a particular piece of software, and increasing interoperability of the diverse ICT systems by using open standards and file formats, independent from software choice.

19. The Inspectors further recommend that the Secretary-General define, in consultation with the various organizations, a system-wide interoperability framework (UNIF), which calls for less dependence on proprietary standards and file formats and to consider all solutions equally, also those including OSS. The report further recommends gathering the OSS knowledge and experience existing throughout the system and making it available in a repository.

20. The report also recommends that each organization submit, in due course, to its governing bodies: (a) its own ICT strategy aligned to the system-wide one and the UNIF, together with the implications of doing so; and (b) the total cost of ownership³ of the organization's current ICT platform and processes in order to measure the economic impact of IT investments (including the use of CSS and OSS, and implications for Member States). The report further recommends that organizations avoid lock-in to CSS.

21. However, learning from past failed cooperation attempts in the system, the Inspectors recommend setting up a CEB-driven ICT coordination mechanism with clear agreement on its mandate, mode of financing, decision-making power and expected outputs, and with the reasonable assurance from CEB members that recommendations will be followed and implementation progress reported to their respective governing bodies

OSS in development activities

22. ICT is a well-known tool to foster the implementation of, and reach development goals, in particular the MDGs. As mentioned above, OSS is a recognized no- or nominal-cost alternative to CSS. Some Member States in the developed and developing world attest to that reality, with successful initiatives in e-government, economic empowerment, health care and education.

23. Within the context of their respective missions and activities towards the MDGs, many organizations of the system already use the potential of OSS to support their own development initiatives. However, much more should be done.

24. The report recommends supporting Member States in: (a) more widely including ICT as an MDG enabler in their PRSP and CCA/UNDAF documents; (b) using OSS in their ICT policies for development; and (c) adopting policies geared to promoting digital inclusion, ranging from promoting access to low-cost hardware and software (including OSS) to providing incentives for ongoing local OSS

³ For example, integration, maintenance, support and training costs, over the life of the ICT system.

development and support. The report calls on the donor community to provide adequate funding for poverty reduction OSS-based projects.

25. Further, the report recommends that all system organizations implement concrete measures, inter alia, a dedicated OSS portal, the development of applications under OSS licenses whenever possible, supporting Member States in their digital inclusion initiatives, and acting as a catalyst for partnerships on OSS with private sector companies and civil society organizations.

UNIDO comments

26. UNIDO agrees that OSS is among the fastest growing and most competitive classes of software in today's market.

On the use of OSS in the Secretariat

27. Although UNIDO provided a comprehensive response to the original JIU questionnaire on the matter, there was no mention in the final report that the Organization is fully supporting OSS and has considerable experience in its use. For example, UNIDO has only one server that is not running with OSS; OSS is preferred (where applicable) and CSS only used when no other solution is available.

28. However, UNIDO has some concerns regarding the UNIF, as the integration of CSS standards (like the prevalent MS Word file format) in UNIF would compromise the policy of using OSS. Furthermore, levelling the playing field and giving equal consideration to OSS and CSS would require an acquisition process by specification (spreadsheet, word processing), and not by vendor.

On the use of OSS for development

29. OSS facilitates developing countries to become producers of ICT products and solutions, strengthening local capabilities in business and research, rather than being mere consumers of foreign proprietary software.

30. UNIDO agrees with the statements made in the JIU report, but would like to highlight the importance of assessing software in all aspects: functionality, long-term support, training and documentation, among others.

31. Should the United Nations recommend OSS as a key piece of software infrastructure for the needs of developing countries, a formal methodology would be required. It should assess these technologies and products according to the criteria mentioned previously, and take into account the particular requests and objective of the developing country to which it is recommended.

C. A common payroll for United Nations system organizations (JIU/REP/2005/4)

32. The payroll function is not a mission-critical activity of the United Nations system, although the sensitivity of timely and accurate payroll results makes it a high visibility function.

33. The report sets out to assess whether payroll processing could lend itself to opportunities for public-private partnerships and outsourcing options which could provide better value for the United Nations system, and hence allow concentrating on mission critical activities.

34. The JIU found that almost every organization of the system performs its own payroll processing function and developed its own payroll solution. There are today 17 different payroll-processing systems in operation.

35. The JIU postulated that, by consolidating this function across organizations, the system as a whole can realize significant savings, estimated at \$100 million over 10 years. The recommendations focus on actions that the system as a whole should take to move towards a common payroll and proposes that the General Assembly endorse the concept of a common payroll, as well as the establishment of “leader” organizations, which would provide payroll and other technology services to sister entities. Further, the JIU believes that the consolidation of payroll activities could be a starting point for the system to move towards a common enterprise resource planning (ERP) solution.

UNIDO comments

36. UNIDO fully endorses the comments of the Chief Executives Board secretariat, some of which are reflected below.

37. There is a belief that a single payroll function of some kind would provide benefits to the system as a whole.

38. However, there is disagreement with the premise of the JIU to concentrate only on payroll, as many organizations - including UNIDO - already run integrated systems and the payroll function cannot be isolated in the current state of computing systems and platforms.

39. Further, the report conceptualizes the proposed advantages too broadly and provides a simplistic image of the current payroll environment. Moreover, it does not address a range of operational issues related to the consolidation of payroll and other administrative functions, inter alia, the different core businesses and therefore needs of the system’s organizations, the willingness to adhere to a single ERP solution throughout the system, the large investment already made by organizations in their own ERP systems, the interface to various financial systems, the harmonization of staff rules and regulations, and country-specific payroll requirements.

40. Finally, the report provides inadequate financial analysis to support the recommendations made and stated savings, and there is insufficient understanding of the nature of implementing large ERP applications.

41. Notwithstanding the above, UNIDO will support further work on the matter, especially on the harmonization, simplification and standardization of common staff rules and regulations relating to payroll and allowances.

D. Further measures to strengthen support to the New Partnership for Africa’s Development (NEPAD) (JIU/REP/2005/8)

42. The report identifies factors inhibiting effective regional collaboration of United Nations agencies in Africa, in particular through the regional consultation meetings convened by the Economic Commission for Africa (ECA). The report further proposes specific measures to enhance effective coordination and collaboration in support of the New Partnership for Africa’s Development (NEPAD).

43. Major structural developments have modified the African environment, with the African Union (AU) devoted to the pursuit of regional cooperation and integration in the economic, social, cultural and political fields, and NEPAD being

an African-led, -owned and -managed initiative. The report refers to the concerns expressed about the multiplicity of counterparts and the scattered regional and subregional presence from the United Nations system organizations, as well as the need for a more concerted and coherent approach to the African regional bodies and institutions by the system and ECA in particular.

44. The report recommends restoring a strategic dialogue as soon as possible, through annual consultations between the United Nations system organizations, including ECA and the African Union (AU) Commission and the NEPAD secretariat. It suggests revisiting the institutional architecture of the United Nations system in Africa in order to improve its coherence, cooperation and costs, and to better support African regional and subregional institutions.

45. The report further mentions the scepticism expressed on the usefulness and validity of the existing clustering arrangement (a legacy of the United Nations System-wide Special Initiative on Africa, or UNSIA) and its alignment with NEPAD needs and priorities. Consensus exists that clusters best support NEPAD and Africa's development at regional and subregional levels. However, to bring tangible value, they should go beyond mere forums for discussion and exchange of information. Moreover, further to the irregularity, unpredictability and length of cluster meetings, the report mentions the lack of consistency in the system representation at regional consultations affecting the work of clusters.

46. Therefore, the report recommends reviewing the efficiency of the clustering arrangement and suggests focusing each cluster's work on a few joint United Nations regional and subregional programmes and projects, after consultation with the NEPAD secretariat and other African institutional partners. This can be achieved through substantially increased financing from United Nations system organizations.

47. The report also stresses the need for ECA to move from a mere convener of regional consultations to become a strategy coordinator. It suggests strengthening ECA's monitoring and analytical capacity through additional human resources to support cluster work and activities, e.g. to help coordinate the activities of the system organizations working in Africa effectively and efficiently, keep in constant touch with African regional and subregional entities, act as a secretariat for and co-chair all cluster meetings, and establish a follow-up mechanism on implementation of decisions. In a similar vein, to ensure Africa's ownership of NEPAD, the report calls for system organizations, in particular UNEP and UNDP, to pursue capacity-building activities to the AU Commission and NEPAD secretariat.

UNIDO comments

48. UNIDO notes that the JIU report was written before the development and issuance of: (a) the World Bank Group Action Plan;⁴ (b) the Gleneagles Communiqué,⁵ and the United Nations General Assembly 2005 Summit Outcome.⁶

49. The report does not reflect UNIDO's support to NEPAD with the African Productive Capacity Initiative (APCI), endorsed by the NEPAD secretariat during the African Union Heads of State Summit in July 2004, to become an integral part of NEPAD's industrial component strategy with ECA as an equal partner. UNIDO released €1.5 million in 2004-2005 in support of APCI activities in addition to contributions from Cameroon and Nigeria, which contributed \$300,000 to the APCI through a trust fund mechanism established for the purpose.

⁴ Published 7 September 2005.

⁵ Agreed upon at the G8 summit on 8 July 2005.

⁶ Adopted on 16 September 2005.

50. The UNIDO-APCI framework already addresses many of the recommendations made in the report: (a) strengthening the institutional framework between UNIDO, the NEPAD secretariat, regional economic communities and the Conference of African Ministers of Industry (CAMI) for joint programming, coordination and funds mobilization strategies; (b) measures to strengthen industry-related activities between UNIDO and the regional economic communities (including a follow-up mechanism); (c) targeting the subsectoral priorities of each subregion based on comparative advantage; (d) developing programmes to strengthen regional strategies/policies and promote integration; (e) sharing and exchanging information and industrial development trends between UNIDO-NEPAD and the regional economic communities to undertake joint programming activities; (f) a memorandum of understanding to reflect the cooperation and coordination mechanism between UNIDO and NEPAD.

51. The report assigns a central coordination role to ECA. It is, however, questionable if ECA has the capacity (or can develop it within a reasonable time) to carry out these tasks. While UNIDO is also actively cooperating with ECA (e.g. within the sub-cluster on energy), no mention was made of this fact in the report.

E. Common services in Vienna: Buildings Management Services (JIU/REP/2005/9)

52. Buildings Management Services (BMS) is one of the common services of the Vienna-based organizations assigned to UNIDO in 1977.

53. Upon request from the International Atomic Energy Agency (IAEA), the JIU looked at opportunities to improve the oversight, transparency and accountability of BMS.

54. UNIDO notes that, although it provided access to and information on BMS to the JIU Inspectors, at no point was it provided with the opportunity to comment on the draft report.

55. Further, the final report was received from the JIU on 16 March 2006, not allowing sufficient time to review and comment upon it for this session of the governing bodies. Therefore, UNIDO will include it when next reporting on JIU activities.

F. Work programme 2006

56. As required under the statute of the JIU, all participating organizations are approached by the JIU for suggestions for work to be performed by the JIU in the following year. Such proposals should reflect items which are high on the agenda of the United Nations system; have the potential to improve the way the system delivers programmes or services; are system-wide in scope; can lead to improved efficiency and/or potential savings; and where possible are synergetic with other reports of the JIU or other internal oversight bodies and/or the Board of Auditors, while avoiding duplication of effort (A/59/75 dated 22 April 2004). Further, the General Assembly decided through resolution A/59/267 (adopted 7 March 2005) that the JIU shall mainly focus on identifying means to improve management and to ensure that optimum use is made of available resources.

57. In October 2005, UNIDO proposed the following topics to the JIU: (a) enhancing policy coherence of the United Nations system in economic development to achieve the MDGs; (b) evaluation of the CCA/UNDAF initiatives; (c)

multilateral environment agreements and the United Nations; (d) funding of the United Nations security enhancements; and (e) Joint travel services.

58. On 13 March 2006, the JIU provided UNIDO with an advance copy of its 2006 work programme⁷ which was presented through a conference room paper (A/C.5/60/CRP.1) to the Fifth Committee on 28 February 2006. Of the 11 topics on the 2006 JIU work programme, six are of interest to UNIDO: (a) ageing of human resources in organizations of the United Nations system; (b) staff mobility at the United Nations; (c) implementation of results-based management in the United Nations; (d) management review of environmental governance within the United Nations system (which would entail topics (b) and (c) of UNIDO's proposal); (e) liaison offices in United Nations organizations; (f) goodwill ambassador programmes and their contribution to the goals of the United Nations system.

59. Regarding the issue of system-wide liabilities on after-service health insurance (ASHI) and other service-related liabilities reported in UNIDO's report on JIU activities to the Board (IDB.30/14), information was provided and meetings held with the JIU Inspectors. However, the report is not finalized at present. The Secretariat will apprise the Board of progress.

III. Action required of the Board

60. In compliance with the provisions of the Statute of JIU, resolution 48/221 of the General Assembly, and paragraph 9 of the pilot system of UNIDO follow-up to JIU recommendations, the Board may wish to take note of the information contained in the present document and provide guidance for further action.

⁷ The programme was drawn from the submissions made to the JIU, the requested focus of the JIU on management matters, common issues on the agendas of the legislative bodies of these organizations, and the JIU internal management assessments, and the proposals of individual Inspectors.

Abbreviations used in this document

APCI	African Productive Capacity Initiative
ASHI	after-service health insurance
AU	African Union
BMS	Buildings Management Services
CAMI	Conference of African Ministers of Industry
CCA	Common Country Assessment
CEB	Chief Executives Board for Coordination
CSS	closed source software
DAC	Development Co-operation Directorate (in OECD)
ECA	Economic Commission for Africa
ECOSOC	Economic and Social Council
ERP	enterprise resource planning
IAEA	International Atomic Energy Agency
ICSC	International Civil Service Commission
ICT	information and communication technology
ILO	International Labour Organization
IT	information technology
JIU	Joint Inspection Unit
MDG	Millennium Development Goal
MS	Microsoft
NEPAD	New Partnership for Africa's Development
OECD	Organisation for Economic Co-operation and Development
OSS	open source software
PRSP	Poverty Reduction Strategy Paper
UNCCD	United Nations Convention to Combat Desertification
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNIF	United Nations inter-operability framework
UNSIDA	United Nations System-wide Initiative on Africa
WIPO	World Intellectual Property Organization

Annex

Recommendations of direct or some relevance to UNIDO

Some measures to improve overall performance of the United Nations system at the country level (Part II) (JIU/REP/2005/2)

<i>No.</i>	<i>Recommendation</i>	<i>For action:</i>
2	The General Assembly should mandate the governing bodies of the United Nations system organizations (funds, programmes and specialized agencies) to consider measures aimed at fostering a culture of partnership.	Governing bodies
3	The Secretary-General should task the resident coordinators and/or sectoral lead agencies to ensure close and active involvement of all the members of the undg, including those with little or no field presence in the work of the UNCTs.	Secretariat
4	The General Assembly should request the organizations (as represented in the CEB) to consider ways to achieve over time a “single core country analysis” as well as a “single comprehensive implementation plan” with partner countries.	Secretariat
5	All executive heads of United Nations system organizations (as represented in CEB) should issue a strong joint statement tasking their respective staff to enhance “cooperation, collaboration and coordination, including through the greater harmonization of strategic frameworks, instruments, modalities and partnership arrangements”, ⁸ and stating their intention to reward them for this effort.	Secretariat
6	Executive heads of United Nations system organizations should identify and increase common training opportunities and make optimal use of the United Nations System Staff College.	Secretariat
7	Governing bodies of United Nations system organizations should task the respective secretariats to speed up the identification of obstacles to staff mobility within the United Nations system, and elaborate and report back on solutions, in response to General Assembly resolution A/RES/59/266, part VIII (mobility).	Governing bodies
8	CEB, in cooperation with the ICSC, as appropriate, should formulate an appropriate incentive system for mobility which would build a basis for establishing a future United Nations system-wide career path, and report thereon to the substantive session of the Economic and Social Council and the General Assembly in 2007, also in the context of the triennial comprehensive policy review of operational activities for development of the United Nations system.	Secretariat
9	The executive heads of undg organizations should explore the feasibility of further delegating authority to their field representation, and improving simplification and harmonization within the system in the areas described in paras. 60-62. ⁹	Secretariat
10	The General Assembly should invite the executive heads of the system organizations working in development to strengthen and formalize their links with OECD/DAC, with the undg office playing an appropriate role.	Secretariat

⁸ “Triennial comprehensive policy review of operational activities for development of the United Nations system”, A/RES/59/250, 17 December 2004, para. 52.

⁹ Inter alia, delegation of authority, recruitment, remuneration and training of national project personnel, as well as the terms for contracting consultants.

<i>No.</i>	<i>Recommendation</i>	<i>For action:</i>
11	The executive heads of UNDG should report annually to their governing bodies on progress made in advancing the simplification, harmonization and alignment agenda.	Secretariat
13	UNDG organizations should include in the performance appraisal system for the resident coordinator and UNCT an assessment of teamwork and horizontal cooperation	Secretariat
14	The governing bodies of UNDG organizations should invite the respective executive heads to undertake a review of the grade structure and skills profile of their field representatives and other staff, and report thereon also to the General Assembly and ECOSOC.	Governing bodies
15	CEB should submit to the General Assembly and ECOSOC the list of countries where it would be desirable, in programmatic and operational terms, to establish a joint United Nations office.	Secretariat
18	The General Assembly should request UNDG organizations to instruct each resident coordinator to set up, in cooperation with the partner countries, an in-country public website with comprehensive information on donor support and United Nations system presence.	Secretariat
19	CEB should set up an inter-agency task force to deal with the issue of fundraising for extrabudgetary/non-core funding.	Secretariat

Policies of United Nations system organizations towards the use of open source software (OSS) in the secretariats (JIU/REP/2005/3)

<i>No.</i>	<i>Recommendation</i>	<i>For action:</i>
2	For the implementation of the above principles, the Secretary-General, as Chairman of CEB, should take stock of the experiences of Member States and undertake the necessary consultations within CEB in order to establish a system-wide United Nations Interoperability Framework (UNIF) and report accordingly to the General Assembly at its sixty-first session.	Secretariat
3	Based on the outcome of the United Nations General Assembly's consideration of the system-wide ICT strategy, executive heads of other organizations should submit the strategy in due course to their respective governing bodies, along with implications for aligning existing ICT strategies with the new system-wide strategy and for implementing UNIF as suggested above	Secretariat
5	As a follow-up to the CEB review of key initiatives mentioned in the ICT Charter, (a) The Secretary-General as Chairman of CEB should include in an addendum to his report on the ICT strategy requested by the General Assembly for the sixtieth session relevant indications concerning the level of priority, savings potential, risk, effectiveness and organizational interest for implementing the proposed OSS initiative; (b) Executive heads should assess the total cost of ownership of their current platforms and they should implement processes measuring the total economic impact of their IT investments including their use of OSS and CSS as well as the implications for Member States. The results of their findings should be reported to their respective governing bodies in the framework of their programme budget performance review.	Secretariat

Policies of United Nations system organizations towards the use of open source software (OSS) for development (JIU/REP/2005/7)

<i>No.</i>	<i>Recommendation</i>	<i>For action:</i>
3	<p>The Secretary-General and other executive heads should consider taking as appropriate the following measures:</p> <ul style="list-style-type: none"> (a) Increase awareness through: (i) a dedicated OSS portal; (ii) a dedicated portal on the MDGs or on ICT for development containing information and hyperlinks related to OSS; and (iii) improving the layout of current web sites so as to give better exposure to OSS initiatives relevant to the organizational mandates; (b) Develop software applications under OSS licences whenever possible and make them readily accessible online to various stakeholders; (c) Provide support to Member States pro-poor policies geared at promoting digital inclusion through affordable access to hardware and software, including by making available low-cost computers and refurbished personal computers running on OSS applications 	Secretariat

A common payroll for United Nations system organizations (JIU/REP/2005/4)

<i>No.</i>	<i>Recommendation</i>	<i>For action:</i>
2	<p>The Secretary-General, in his capacity as Chairman of CEB, should invite CEB to:</p> <ul style="list-style-type: none"> (a) Establish “leader” organizations or common service entities, which can provide payroll services, on a fee or other financial basis, to those agencies that have old and antiquated systems; (b) Harmonize, simplify and standardize the application across the United Nations system of the common staff rules and regulations relating to payroll and allowances; and, (c) Report back to the General Assembly on the implementation status of this recommendation at its sixty-second session. 	Secretariat

Further measures to strengthen United Nations system support to the New Partnership for Africa's Development (NEPAD) (JIU/REP/2005/8)

<i>No.</i>	<i>Recommendation</i>	<i>For action:</i>
4	The Secretary-General, in his capacity as Chairman of the CEB, should request the executive heads concerned to ensure that only those officials responsible for regional consultations and coordination of activities related to NEPAD within their organizations are designated to attend the annual consultation meetings.	Secretariat
5	All the Executive Heads of the United Nations organizations concerned should ensure that the conveners of each cluster, in consultation and coordination with ECA and their concerned African institutional partners, establish a clear and predictable schedule of meetings for their clusters and sub-clusters and provide a follow-up mechanism for the implementation of the decisions taken.	
6	The Secretary-General, in his capacity as Chairman of CEB, should request the Executive Heads of the United Nations organizations concerned to ensure that each cluster give due focus to its work on a few joint United Nations regional and subregional programmes/projects, to be decided in consultation with the AU, NEPAD secretariat and other African institutional partners.	Secretariat
7	The General Assembly and legislative bodies of all the United Nations organizations concerned should substantially increase their support for the clusters' agreed joint programmes/projects. CEB should provide a clear-cut policy directive to ensure consistency and effective implementation of this recommendation.	Governing bodies Secretariat